



King County

King County Employee Survey - 2012

Department Results and Analysis
Department of Public Health



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Public Health (DPH) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DPH as they target their responses to these data.

Key Findings

- DPH employees are moderately engaged and very strongly identified with their organization. They are proud to work for King County and would recommend it as a good place to work. Most employees are solidly satisfied with their jobs.
- There are few notable differences among DPH divisions across core variables, with most employees reporting responses consistent with King County employees overall.
- Though providing a weaker response rate, Emergency Medical Services Division (EMS) employees are somewhat more positive in their perceptions of their personal capabilities, engagement level, supervision, and how their division reflects King County guiding principles.
- Environmental Health Services Division (EHS) employees report lower perceptions of their engagement, customer service, connection to the mission and goals of their division, guiding principles, and management.
- Across divisions, employees report less positive perceptions of continuous improvement, many reporting feeling that their divisions are not open to new ideas. However, across divisions, employees report very positive perceptions of customer service, with the vast majority believing that division work groups actively strive to provide high quality service.
- Employees from across DPH divisions largely feel connected to the mission and goals of their divisions, with many saying that these give direction to employees' work. However, few employees report strong connection to the mission and principles in the King County Strategic Plan.
- Some DPH divisions—EMS, EHS, and Regional Cross-Cutting/Administration (RCCA)—report more positive perceptions of their supervisors than King County employees overall. These tend to be those divisions where employees report somewhat higher levels of employee engagement and perceptions of feeling respected at work.
- Most DPH employees feel positive about their own personal capabilities and tend to be somewhat more positive about the tools and resources provided to do their jobs.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

| | |
|-----------|-------------------|
| 4.0 –5.0: | Positive |
| 3.0 –3.9 | Somewhat Positive |
| 2.0 –2.9: | Somewhat Negative |
| 1.0 –1.9: | Negative |

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics. As the chart below illustrates, DPH employee perceptions are consistent with those reported for King County employees overall.

| STUDY MEASURE | OVERALL | DPH |
|-------------------------------|---------|------|
| Organizational Identification | 4.09 | 4.17 |
| Personal Capabilities | 3.87 | 3.93 |
| Customer Service | 3.80 | 3.90 |
| Mission and Goals | 3.76 | 3.98 |
| Professional Development | 3.68 | 3.81 |
| Respect | 3.66 | 3.63 |
| Employee Engagement | 3.59 | 3.66 |
| Tools and Resources | 3.51 | 3.63 |
| Teamwork | 3.48 | 3.48 |
| Supervision | 3.42 | 3.59 |
| Guiding Principles | 3.41 | 3.53 |
| Performance Communication | 3.36 | 3.50 |
| Continuous Improvement | 3.14 | 3.18 |
| Management | 3.00 | 2.95 |

DPH employees are moderately engaged and report very strong identification with their organization.

While they are less positive about their management or DPH’s continuous improvement efforts, DPH employees report somewhat stronger connection to the mission and goals of their organization and have a strong sense of the internal capabilities they bring to the job.

- While satisfied with their jobs overall, DPH employees are much less satisfied with both the recognition they receive for doing good work and the tools and resources provided to do their jobs. They are only moderately positive about the supervision they receive. All of these elements combine to create moderate overall employee engagement across DPH employees.
- DPH employees are proud to work for King County and would recommend it as a good place to work. They feel they are treated with respect regardless of demographic, but are less positive about how coworkers treat each other and do not necessarily believe that King County supports a work/life balance.
- DPH employees strongly believe that their work contributes to the success of King County. They are very familiar with the division’s mission and goals and most report that these give direction to their work. They are more moderate in their responses relative to their connection to the King County Strategic Plan, but most employees do understand how their performance relates to achieving group goals and objectives.
- Though they report not having a clear understanding of career path at DPH, most employees feel personally responsible for keeping their skills current and would take advantage of training if offered to them.
- Many DPH employees feel overworked and somewhat under resourced. Employees indicate their skills are well matched to job responsibilities and feel comfortable making the day-to-day decisions necessary to do their jobs.
- While most are moderately positive about how well their work groups work with other King County departments and think their own groups function somewhat effectively, many employees are less positive about how well team problems are dealt with to avoid impacts to work.

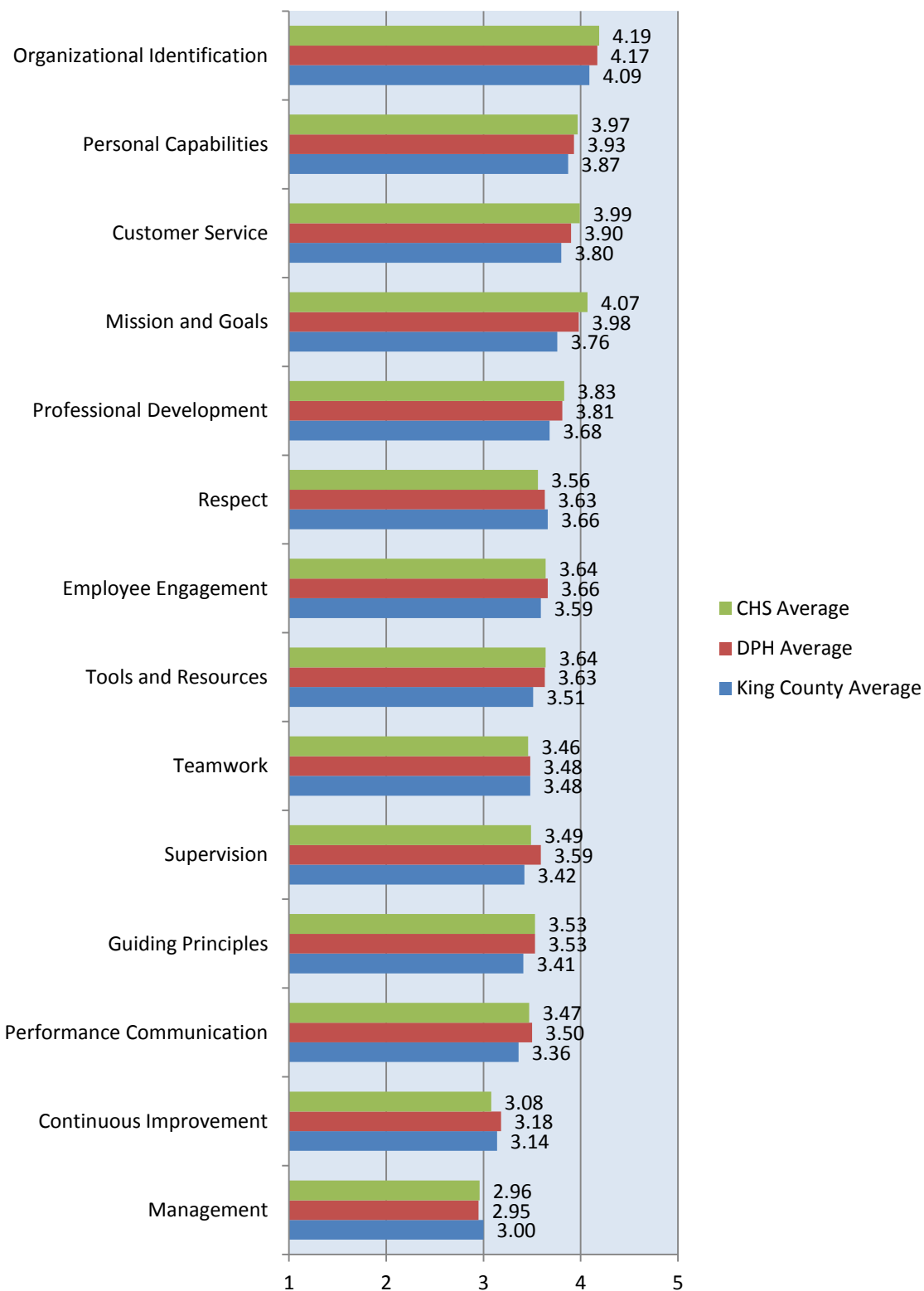
- DPH employees are strongly positive about communication. They report having a clear understanding of what is expected of them at work, largely receive the information they need to do their jobs, and feel generally well informed about King County news and events.
- Employees are not positive about continuous improvement efforts within DPH. They do not feel their divisions are open to new ideas, nor do most feel their suggestions for improvement are valued. Most are quite moderate in their assessment of how quality is valued by their divisions.
- Conversely, most DPH employees are very positive about customer service. They believe their divisions strive to provide high quality customer service and be responsive to customer needs and expectations.
- DPH employees are moderately positive about performance communication. Most report receiving a performance appraisal in the last 12 months, but are somewhat more moderate in their assessment of the value of the information they received in the appraisal and in regular feedback from supervisors and management. Many DPH employees do not feel superior performance is valued in their division.
- DPH employees are moderately positive about their supervision. While employees are less positive about the recognition they receive or clarity of direction from supervisors, they are more positive about the openness and honesty of supervisory communication and how supervisors encourage continuous improvement.
- As a group, DPH employees have lower perceptions regarding attributes of their management. They do not largely feel that management communicates well or demonstrates strong leadership. Most employees do not feel management is transparent in decision making. However, these less positive responses should be anticipated in this type of research. Because management, by design, has less connection to the day-to-day experience of employees and must implement often unpopular initiatives, employees tend to perceive their managers less positively. However, these scores indicate that DPH leadership may wish to find ways to improve employee-management communication and connection.
- DPH employees perceive their divisions as service-oriented and professional, but not necessarily innovative or fair and just.

Differences across DPH Divisions

| STUDY MEASURE | DPH | CHS | EMS | EHS | JHS | PREV. | RCCA |
|-------------------------------|------|------|------|------|------|-------|------|
| Organizational Identification | 4.17 | 4.19 | 4.09 | 3.82 | 4.05 | 4.27 | 4.32 |
| Personal Capabilities | 3.93 | 3.97 | 4.21 | 3.80 | 3.89 | 3.90 | 3.83 |
| Customer Service | 3.90 | 3.99 | 4.04 | 3.53 | 3.40 | 3.94 | 4.06 |
| Mission and Goals | 3.98 | 4.07 | 3.79 | 3.66 | 3.75 | 4.07 | 4.05 |
| Professional Development | 3.81 | 3.83 | 3.81 | 3.61 | 3.82 | 3.79 | 3.88 |
| Respect | 3.63 | 3.56 | 3.61 | 3.39 | 3.44 | 3.84 | 3.93 |
| Employee Engagement | 3.66 | 3.64 | 3.94 | 3.43 | 3.56 | 3.70 | 3.77 |
| Tools and Resources | 3.63 | 3.64 | 3.78 | 3.41 | 3.67 | 3.68 | 3.61 |
| Teamwork | 3.48 | 3.46 | 3.51 | 3.29 | 3.30 | 3.60 | 3.65 |
| Supervision | 3.59 | 3.49 | 3.82 | 3.78 | 3.47 | 3.56 | 3.78 |
| Guiding Principles | 3.53 | 3.53 | 3.32 | 3.20 | 3.37 | 3.73 | 3.71 |
| Performance Communication | 3.50 | 3.47 | 3.51 | 3.40 | 3.39 | 3.54 | 3.69 |
| Continuous Improvement | 3.18 | 3.08 | 3.25 | 2.88 | 3.15 | 3.39 | 3.44 |
| Management | 2.95 | 2.96 | 2.80 | 2.47 | 2.96 | 3.08 | 3.18 |

- Community Health Services (CHS) employees report similar perceptions when compared to DPH's perceptions overall, with very modest positive increases across survey measures. This is not surprising given that this division makes up almost half of all DPH responses. CHS respondents strongly identify with the organization and have high confidence in their personal capabilities. They feel strongly connected to the mission and goals their organization.
- Employees in the Emergency Medical Services Division (EMS) are more positive in their perceptions of their personal capabilities and are more highly engaged than DPH overall. They are also more positive regarding their supervision and the extent to which in their division reflects King County guiding principles.
- As a group, Environmental Health Services (EHS) respondents are lower in their perceptions when compared to other DPH divisions. They report similar perceptions of personal capabilities, teamwork and supervision, but are less positive about EHS' customer service, the extent to which they believe EHS reflects King County guiding principles, and their management.
- Employees in Jail Health Services (JHS) report similar perceptions when compared to DPH's perceptions overall with slightly more negative scores related to their division's mission and goals. JHS respondents strongly identify the organization and, like DPH overall, have somewhat lower perceptions of management and continuous improvement.
- Employees in the Prevention Division report similar perceptions when compared to DPH perceptions overall, with very modest positive increases in some composite variables. Prevention respondents are strongly identified with their division and report strongly positive perceptions of customer service.
- Regional Cross-Cutting/Administration (RCCA) employees also report similar perceptions when compared to DPH overall, with larger positive differences in perceptions of continuous improvement. RCCA employees are engaged and strongly identified with their organization.

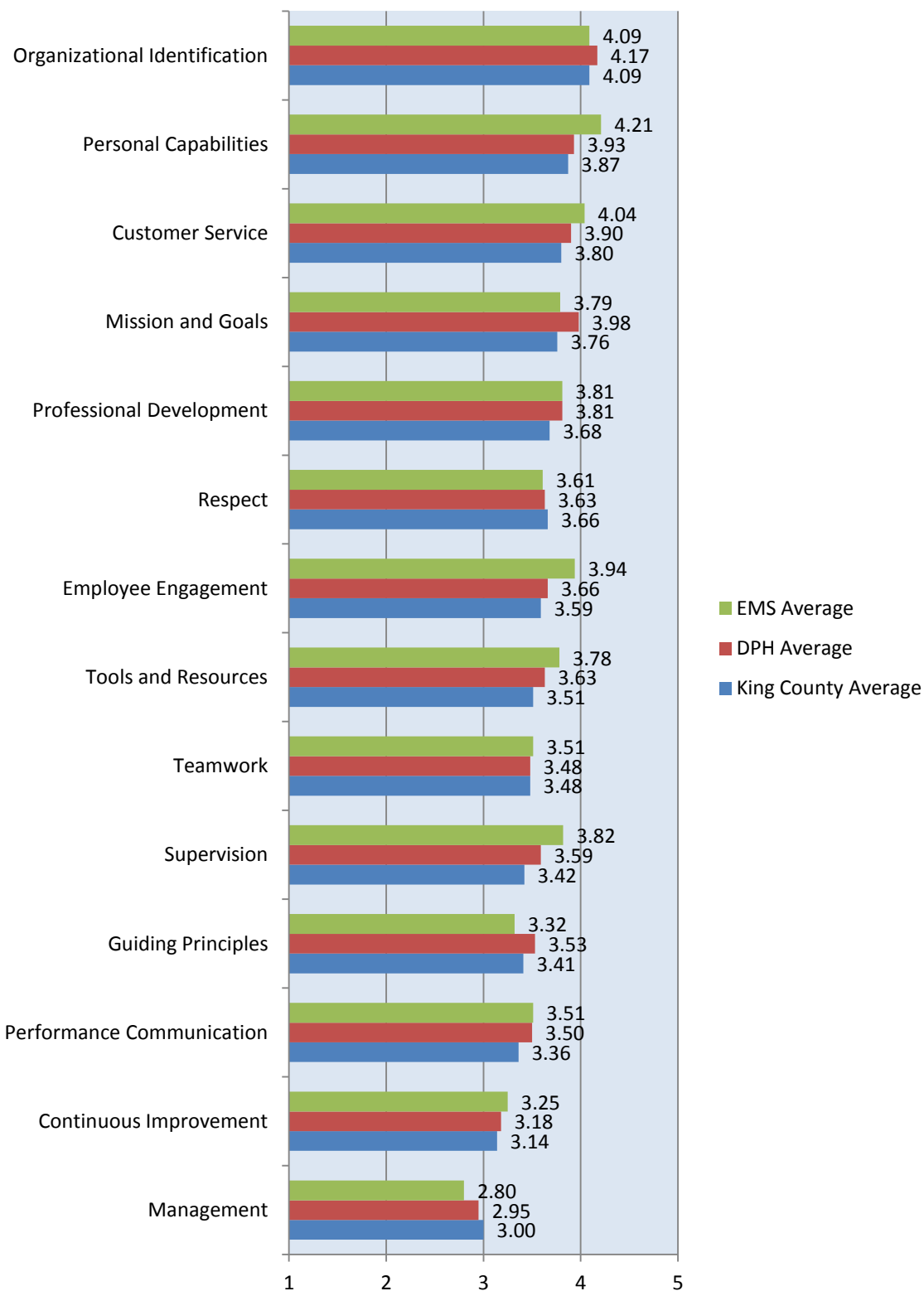
Community Health Services Division (CHS)



COMMUNITY HEALTH SERVICES DIVISION RESULTS SUMMARY

- CHS employees report similar perceptions to DPH overall across most survey measures. These employees are moderately engaged and are strongly identified to their organization. They are proud to work at King County and the vast majority would recommend King County as a good place to work.
- CHS employees report strong overall satisfaction, but are less positive about the recognition they receive and the resources provided to do their jobs. They do not have a clear understanding of their career paths, but feel that their work contributes to the success of King County. They are only moderately positive about the extent to which the County supports a work-life balance.
- These employees have positive perceptions of their personal capabilities and are largely positive about their opportunities for growth and professional development. They are also strongly connected to the mission and goals of CHS and believe that the division mission and goals give direction to their work.
- Most CHS employees, 70% of those for whom an appraisal is relevant, received a performance appraisal in the last year. Those CHS employees who received a performance appraisal in the last year tend to be more positive about performance communication and somewhat more positive about customer satisfaction. These respondents are significantly more positive about supervision across all items, even for questions unrelated to their performance.
- CHS employees are moderately positive about how employees work with each other and how coworkers respect each other. They are somewhat less positive about how team problems are resolved to avoid impacts to their work.
- Many CHS employees feel overworked, but most employees feel that they have the ability to make necessary work-related decisions. They feel their skills are well-matched to job responsibilities.
- CHS employees are less positive regarding the division's efforts to continuously improve. Many do not feel their suggestions for improvement are valued or that quality gets the attention it deserves in the division.
- CHS employees are only moderate in their perceptions of supervision. However, they feel that while their supervisors don't always provide recognition for good work, supervisors do encourage continuous improvement.
- Similar to DPH overall, CHS employees overall are not positive about their management. They are less positive about their managers' communication and many do not feel that their managers necessarily exhibit strong leadership.
- Overall perceptions of CHS' reflection of County guiding principles are moderate, but most CHS employees feel their division is service oriented and professional.

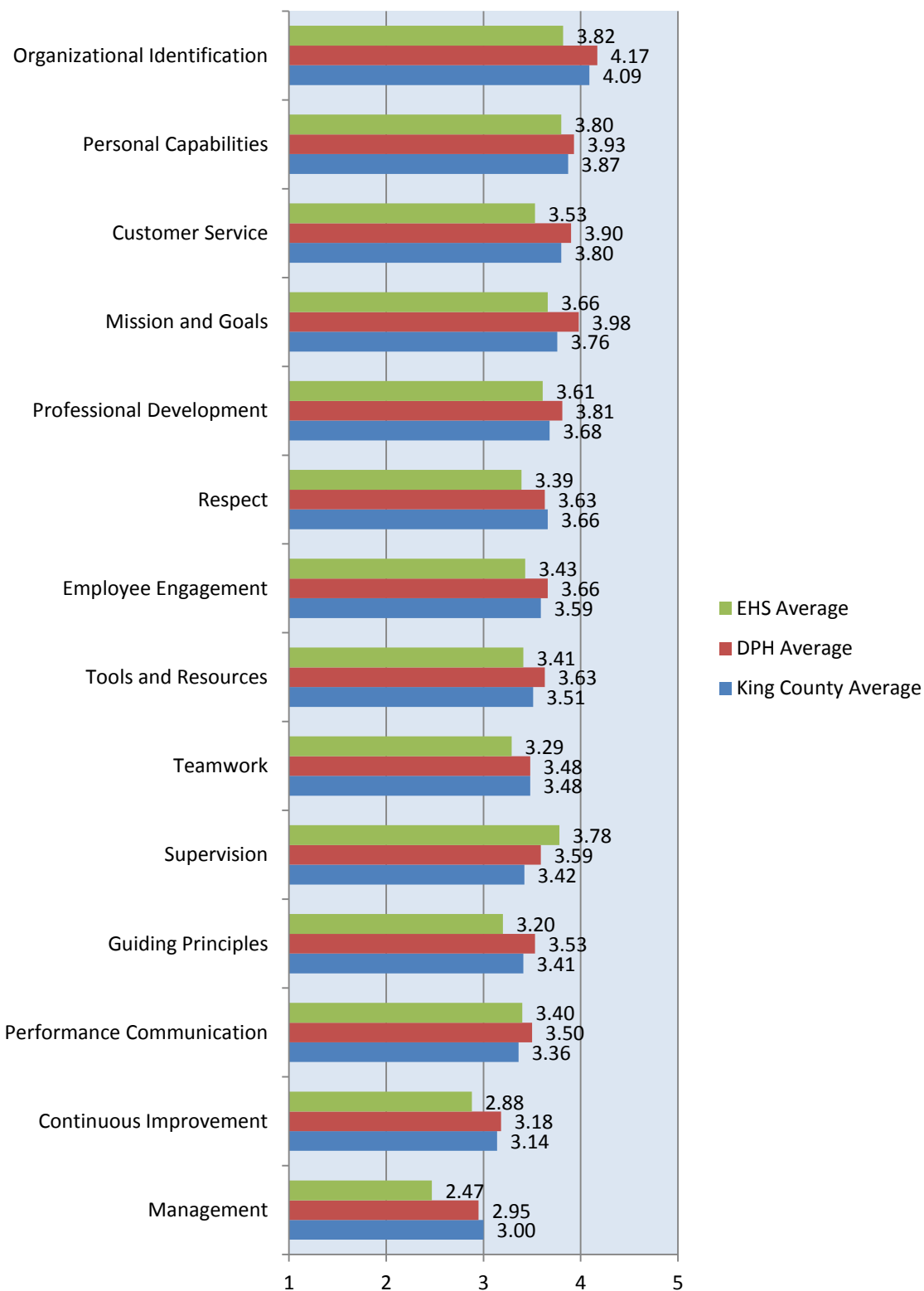
Emergency Medical Services Division (EMS)



EMERGENCY MEDICAL SERVICES DIVISION RESULTS SUMMARY

- EMS respondents are very engaged and strongly identify with their organization. They are somewhat more positive about their personal capabilities than employees in other DPH divisions. These employees report strong overall satisfaction and think their jobs are challenging. They are proud to work for King County and would recommend the County as a good place to work.
- Employees have very positive perceptions of their own internal capabilities and most feel they have the tools and resources to do good work. While still feeling over-worked, these employees are more positive in this regard than other DPH employees. And, most feel they do have the tools and resources to do good work.
- Employees believe their work contributes to the success of King County. While they are familiar with the mission and goals of the EMS organization, many are not sure they give direction to employees' work.
- EMS employees are strongly positive about customer service from their division. They think their division strives to provide good service and meet the needs and expectations of customers. Most employees report positive perceptions about how EMS solicits and uses customer input to learn and improve.
- Employees are quite positive about professional development opportunities. More than employees from other division, employees generally feel they understand their career path and how to advance at King County.
- Employees are more moderate in their perceptions of respect in the workplace. While they feel respected by others regardless of demographic, employees are less positive about whether all EMS coworkers treat each other respectfully.
- EMS employees are quite positive about their supervisors, which likely contributes to this division's higher employee engagement overall. Employees think their supervisors recognize superior performance, communicate openly and honestly, and ensure they have what they need to do good work. These responses are much higher than those received from DPH or King County overall.
- EMS employees are more moderate in their perceptions of continuous improvement. They do not feel their division is open to new ideas and few feel their ideas for improvement are valued. However, employees are very positive about how EMS uses data to learn and improve. Further, employees are moderately positive about how well process improvements are implemented at EMS.
- The majority of EMS employees report receiving a performance appraisal in the past year. Employees are moderately positive about the feedback they received, but less positive about how they believe their division values superior performance.
- Consistent with the overall results for DPH, EMS employees are not positive about their management. They are less positive about managers' communication and express concerns about the transparency of decision-making.
- Like most DPH employees, EMS employees only somewhat believe their division is reflective of King County guiding principles and are more likely to describe EMS as service-oriented and professional than any other of the guiding principles.

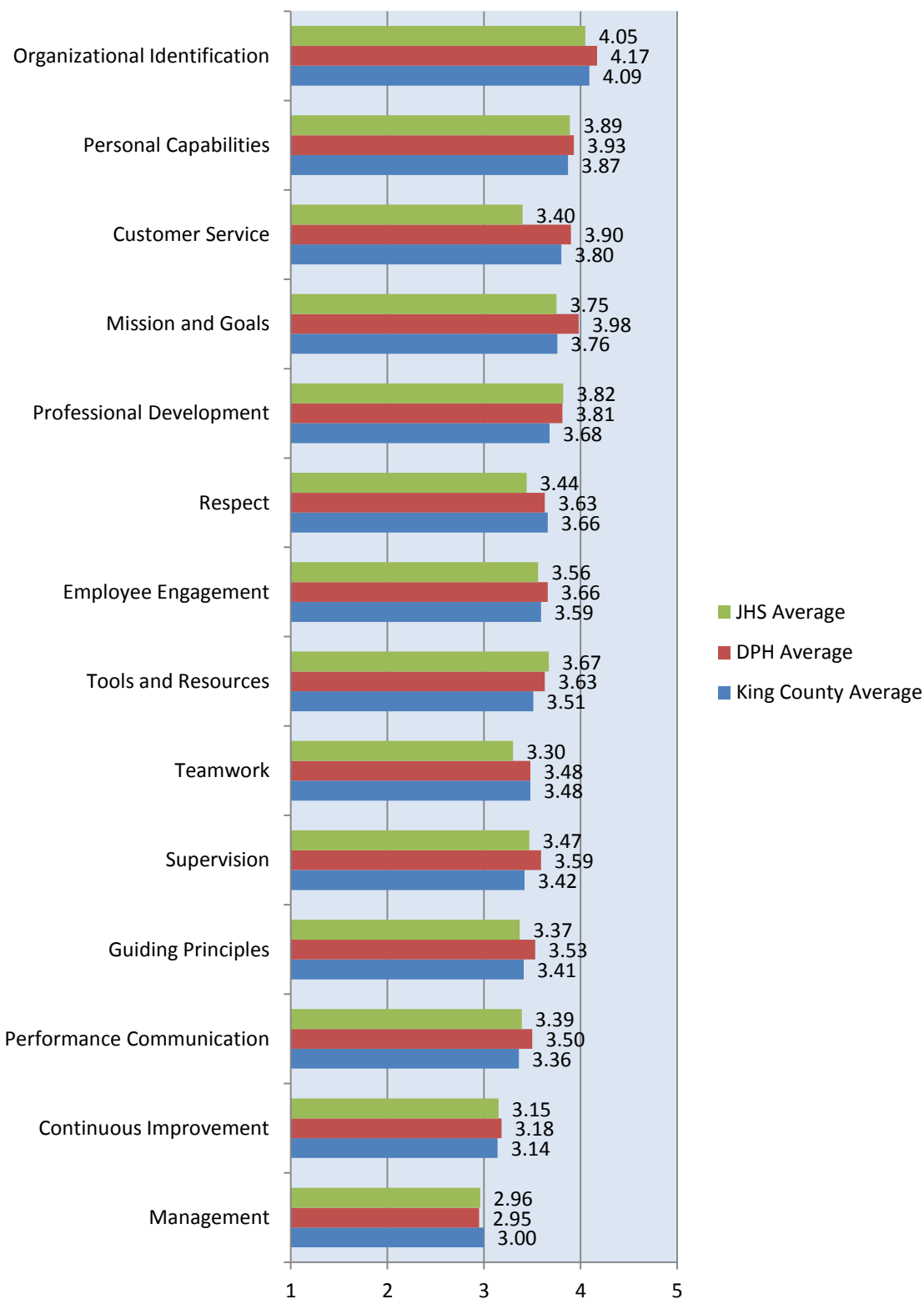
Environmental Health Services Division (EHS)



ENVIRONMENTAL HEALTH SERVICES DIVISION RESULTS SUMMARY

- EHS employees are moderately engaged, and positively identified with their organization. Moderately satisfied with their jobs, EHS employees are proud to work at King County, but are more moderate in their recommendation of the County as a good place to work.
- EHS employees are somewhat less positive about the level of respect in the organization. While they feel respected by others at King County regardless of demographic, they are more moderate in their perceptions of how coworkers treat each other.
- Employees believe strongly in their own capabilities, but are more moderate in their perceptions of the tools and resources provided to do their jobs. Many feel overworked and under-resourced. However, most feel their work contributes to the success of King County.
- EHS employees are somewhat less connected to the mission and goals of their division. While most report that they are familiar with EHS' mission and goals, they do not feel they give direction to their work.
- While being clear about how their performance relates to their work groups goals and objectives, few EHS employees report clarity in their career paths or how to advance at King County. They are very moderate about their professional growth opportunities overall, though most report that they feel personally responsible for keeping their skills and knowledge current.
- Perceptions of teamwork are lower when compared with DPH and King County overall. While employees are moderate in their assessment of how well their teams work with other King County teams or internally, many are much less positive about how team problems are dealt with to avoid negative impacts to work.
- EHS employees are much lower in their perceptions about their division's continuous improvement efforts. They largely do not feel process improvements are successfully implemented at EHS and are less positive about the attention quality gets in their division.
- Most EHS employees feel their work groups strive to provide high quality service to customers, but are only moderately positive about how the division solicits and uses customer input to learn and improve.
- Most EHS employees report having received a performance appraisal within the last 12 months. They are, however, more moderate in their assessment of the value of that feedback and many are less positive about the extent to which superior performance is valued in the division.
- EHS employees are quite positive about their supervisors. Employees largely feel their supervisors provide clear direction, encourage continuous improvement, and ensure they have what they need to do good work.
- EHS employees are not positive about their managers' communication or leadership, providing some of the least positive feedback for DPH in this area. They are lowest about the transparency of decision-making.
- Most employees feel less positive about the guiding principles. However, they are more likely to describe EHS as service-oriented than other principles.

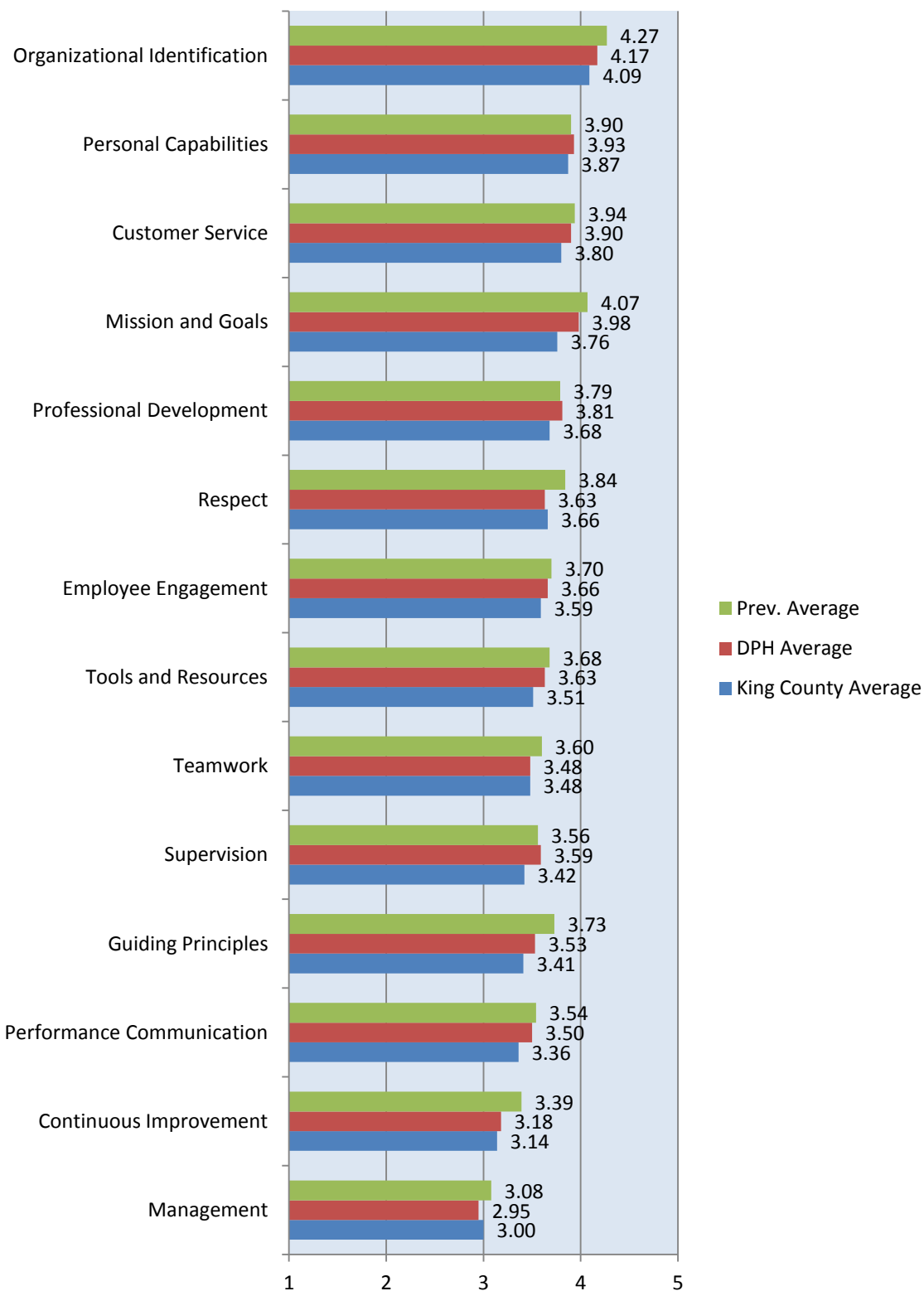
Jail Health Services (JHS)



JAIL HEALTH SERVICES DIVISION RESULTS SUMMARY

- Jail Health Services employees are moderately engaged and strongly identified with their division. They report solid job satisfaction, though they are much less positive about the recognition they receive for good work and the resources to do their jobs. They are proud to work for King County and most would recommend the County as a good place to work.
- JHS employees feel largely positive about their own personal capabilities and think their skills are well matched to job requirements.
- Respondent perceptions are significantly lower about customer service than both DPH and King County employees overall. While most employees believe JHS strives to provide high quality customer service, they are much less positive about how the division solicits or uses customer feedback to improve.
- JHS employees report largely positive perceptions of their division's mission and goals, though somewhat lower than other divisions at DPH. Employees report feeling familiar with the mission and goals of the organization, but are more moderate in how they give direction to employees' work. They do not feel connected to the mission and goals of the King County Strategic Plan.
- Employees report only moderately positive perceptions of both respect and teamwork in the division. While most employees feel respected by others regardless of demographic, they are less positive about how coworkers treat each other. Further, while most employees are moderately positive about how their teams function internally and with other King County groups, they are somewhat negative about how team problems are dealt with to avoid impacts to work.
- Consistent with DPH overall, JHS employees are less positive about the continuous improvement efforts of their division and do not feel that quality gets the attention it deserves.
- Most employees report receiving a performance appraisal in the past 12 months. However, employees are only moderately positive about the value of the feedback they receive relative to helping them improve.
- Employees are more moderate in their perceptions of their supervisors reporting lower perceptions of how supervisors recognize performance, communicate, provide direction, or ensure employees have the tools and resources to do good work.
- Similar to other DPH divisions, JHS employee perceptions are lower about their managers, particularly related to perceived openness and transparency of decision-making. However, many indicate that managers have a clear vision for the department.
- JHS employees are only somewhat positive about the guiding principles as reflected by their organization. However, they are more likely to see their division as service-oriented and professional than other guiding principles.

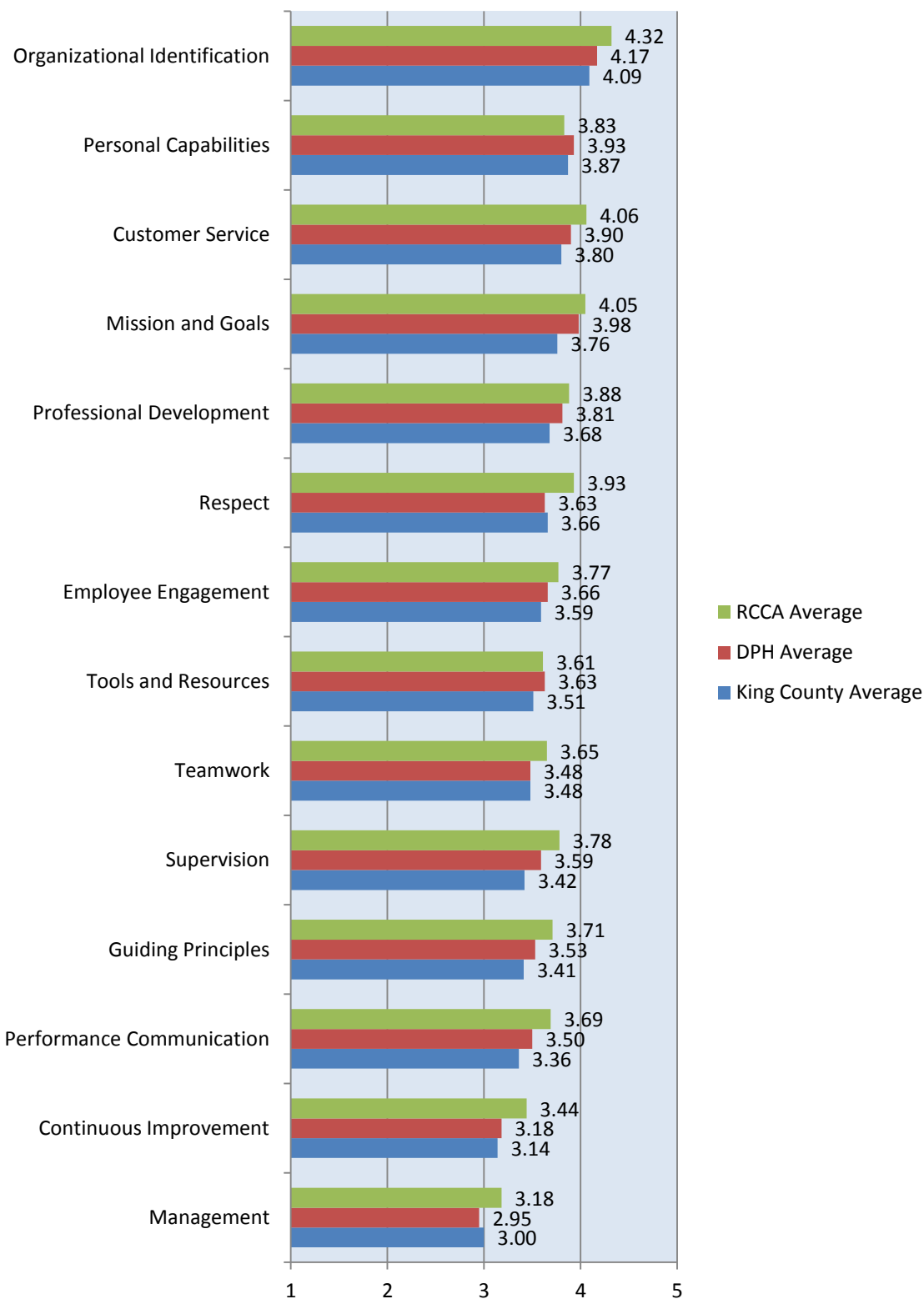
Prevention Division



PREVENTION DIVISION RESULTS SUMMARY

- Employees in the Prevention Division are engaged and strongly identified with their organization. They are proud to work for King County, satisfied with their jobs, and would largely recommend King County as a good place to work.
- Employees feel positive about their own capabilities and feel their skills are well matched to job responsibilities. They feel they contribute to the overall success of King County.
- Employees feel respected both regardless of demographic and within their own work groups. They are somewhat less positive about King County's support of work/life balance.
- Prevention employees are very familiar with the mission and goals of their division and do feel they give direction to employees' work. More than other DPH divisions, these employees feel more connected to the mission and goals of the King County Strategic Plan.
- Relative to professional development, Prevention employees do not feel that they understand their career path or how to advance at King County. Unlike many DPH employees, most feel they have had adequate opportunities to learn and grow in the last year.
- While many Prevention employees feel overworked, they mostly feel that they do have the necessary tools and resources to do their jobs and feel comfortable/empowered to make the decisions necessary to do their jobs.
- Employees are only moderately positive about continuous improvement efforts within their division. They are also less positive about how their suggestions for improvement are valued or that Prevention is open to new ideas. However, most employees feel quality gets the attention it deserves at Prevention.
- Employees are very positive about customer service, believing that Prevention groups strive to provide high quality service and respond to the needs and expectations of customers. They are also mostly positive about how their groups solicit and use customer input to improve.
- The vast majority of Prevention employees report receiving a performance review in the last 12 months and are moderately positive about performance communication overall. Most say they regularly receive performance feedback, but are moderate in believing that feedback helps them learn and improve.
- Employees are moderately positive about their supervisors. They largely believe supervisors communicate openly and honestly and encourage continuous improvement. They are moderately positive about the clarity of direction and the recognition for good work.
- As with other DPH divisions, Prevention employees are less positive about their management, but this division is more positive than others. While employees are moderately positive about management's vision for the division, they are lower in perceptions about communication and the transparency of decision-making.
- Finally, Prevention employees as a group are more positive about the guiding principles than other DPH divisions. Employees think their division is service-oriented, results-focused, accountable, and professional.

Regional Cross-Cutting/Administration (RCCA)



REGIONAL CROSS-CUTTING/ADMINISTRATION RESULTS SUMMARY

- RCCA employees are engaged and highly identified with their organization. They report solid job satisfaction, and are proud to work for King County. The vast majority would recommend King County as a good place to work.
- Employees feel respected at work, both regardless of demographic and within their own work groups. They have moderately positive perceptions of teamwork. Though they think their teams work well internally and with other King County groups, they are less positive about how team problems are dealt with to avoid work impacts.
- Employees believe they have the right skills and capabilities for their jobs. They think their skills are well matched to job responsibilities and feel empowered to make the decisions necessary to do good work.
- RCCA employees feel moderately positive about the tools and resources to do their jobs. While most report having too much work, they report moderately positive perceptions of the tools and resources they have to do their jobs.
- Employees are very positive about customer service within their division. They feel work groups strive to provide high quality service and meet the needs and expectations of customers. Further, they feel their division solicits and uses customer feedback to improve.
- RCCA employees are very familiar with the mission and goals of their division, and they believe they give direction to employees' work. Employees from RCCA also feel somewhat more connected to the King County Strategic Plan than some other DPH divisions.
- While employees do not feel particularly clear about their career paths within RCCA, they are much more positive about having had sufficient opportunities to learn and grow at King County within the last year.
- Employees report only moderate perceptions of the continuous improvement efforts at RCCA. However, their responses are more positive than from DPH divisions overall. While more moderate in their perceptions of how process improvements are implemented in the division and the openness of RCCA to new ideas, most employees report positive perceptions of how quality is emphasized at the division.
- RCCA employees are positive about their supervisors. Most employees believe their supervisors provide recognition for good work, communicate openly and honestly, and emphasize continuous improvement. Most also believe their supervisors ensure employees have what they need to perform well.
- While lower in perceptions about their managers, RCCA employees are more positive in this area than many other DPH divisions. Most believe their managers have a clear vision for the department and communicate the division's mission and goals. However, they are lower in perceptions about communication and the transparency of decision-making.
- RCCA employees are largely positive about how their division reflects King County's guiding principles. Employees see their division as collaborative, highly service-oriented, and results-focused. Most employees also agree that RCCA is innovative, professional, and fair and just.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with ‘1’ being low and ‘5’ being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual’s responses; rather they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC “SPLITS”

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

Overall, DPH received 1,074 surveys from all divisions combined. Each of the divisions within DPH have strong response rates, with the exception of EMS, which only had moderate employee response. For all other divisions, these response rates provide high confidence in the applicability of the results across each division. However, the lower EMS response rate relative to the size of the EMS population is a limitation to this research.

DPH SURVEY RESPONSES

DPH Employees: 1,625

DPH Surveys Received: 1,074

DPH Response Rate: 66%

- CHS: 70%
- EMS: 33%
- EHS: 90%
- JHS: 51%
- Prev.: 75%
- RCCA: 70%

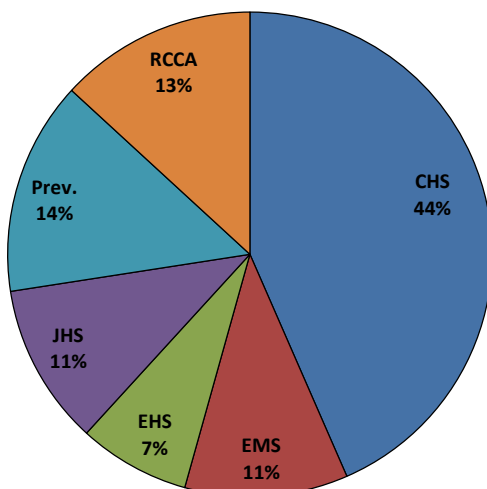
MISSING DATA

Employees provided data for most questions in the survey with missing values ranging from six to 108 (low for work environment questions; higher for questions related to continuous improvement, supervision, and management). However, the average missing response rate was quite low, averaging less than 5%.

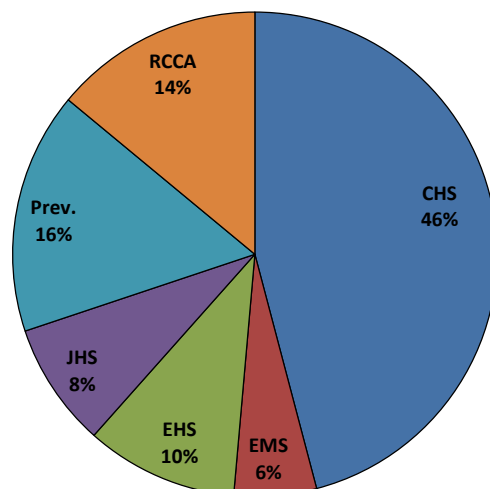
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents, illustrating that the composition of DPH's sample accurately reflects the make-up of DPH overall.

PERCENT OF POSSIBLE RESPONSES
BY DPH DIVISION



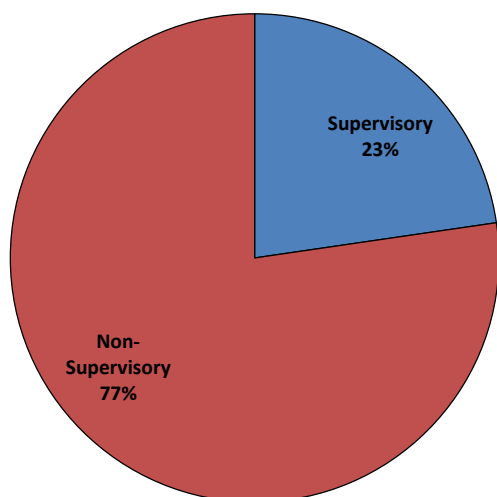
PERCENT OF ACTUAL RESPONSES
BY DPH DIVISION



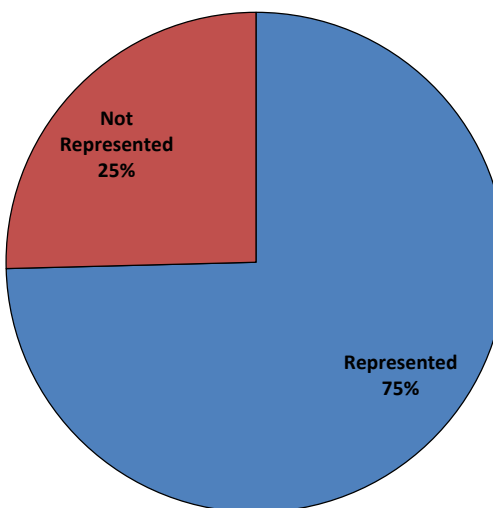
As the charts below demonstrate, more than three-quarters of responding DPH employees identify themselves as non-supervisory employees. A review of the data reveals that supervisory personnel are somewhat more positive than non-supervisory personnel, but not notably so in any one survey measure.

Three-quarters of DPH respondents report that they are represented by a union.

**PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE**

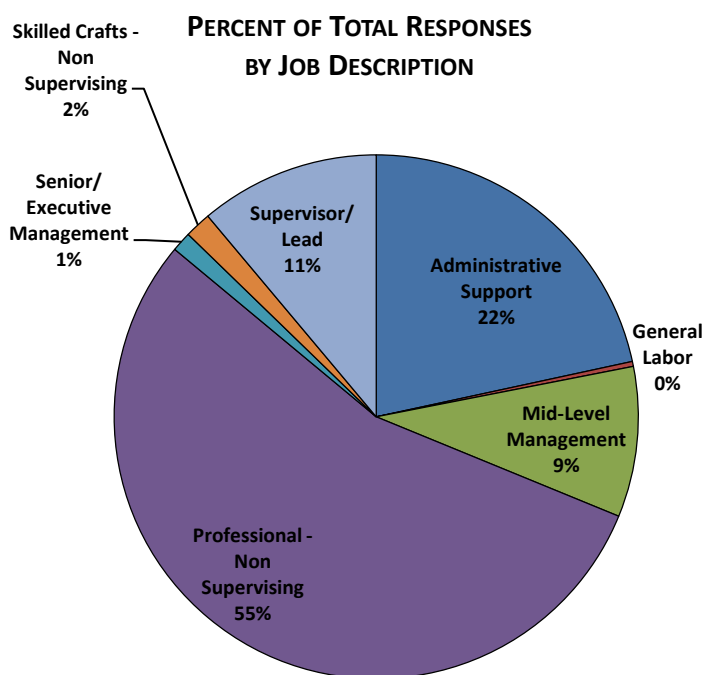


**PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION**

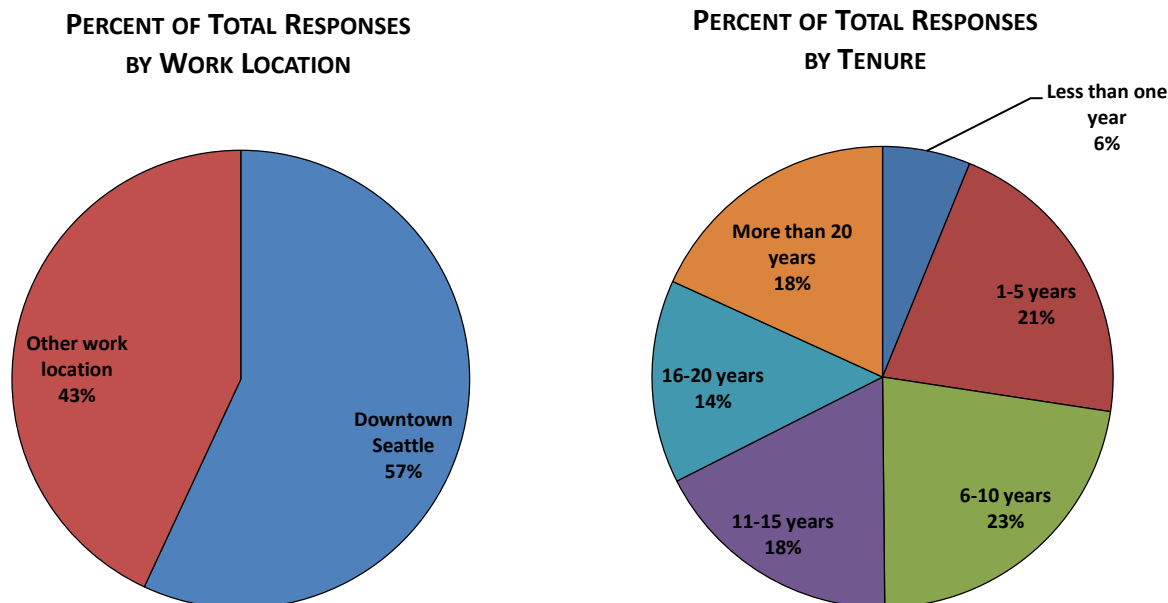


The chart below reports responses from different job positions within DPH. Most employees report being professional non-supervising. Employees identifying themselves as Mid-level Management report slightly more positive perceptions across survey measures, with larger positive differences in perceptions relative to professional development, customer satisfaction, and their own capabilities. Interestingly, mid-level managers feel less positive about the tools and resources provided to them to do their jobs.

Supervisors/leads, administrative support, and professional/non-supervising employees report similar perceptions across variables. However, professional/non-supervising personnel do report somewhat more positive perceptions of their supervisors, and administrative personnel report more positive perceptions of their managers.



Responding DPH employees are split in terms of work location. While downtown employees report moderately more positive responses to questions related to respect and continuous improvement, employees from different locations provide comparable responses.



Consistent with the King County overall results, new DPH employees report more positive responses across variables than do employees with longer tenure. Employees with between six and ten years' tenure are somewhat less satisfied than others. Those with less than five and more than 20 years report the most positive perceptions across most variables in the study.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012.

DPH employees are more satisfied with their jobs in 2012 than they were in 2009, with larger positive differences in overall job satisfaction, teamwork with other King County groups, customer service, and departmental efforts to seek and use feedback from customers.

OVERALL SATISFACTION

2012 Average: 3.51

2009 Average: 3.44

2012 Average: 4.00

2009 Average: 3.54

| QUESTION | 2009 MEAN | 2012 MEAN | Δ |
|---|--------------|--------------|-------|
| Overall, how satisfied are you with your job? | 3.54 | 4.00 | +0.46 |
| I would recommend King County as a good place to work. | 3.76 | 3.93 | +0.17 |
| King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age. | 3.77 | 4.01 | +0.24 |
| My work contributes to the success of King County government. | 4.39 | 4.39 | 0.00 |
| I am familiar with my department, division, or agency's mission and goals. | 4.13 | 4.30 | +0.17 |
| My department, division, or agency's mission and goals give direction to my work. | 3.65 | 3.88 | +0.23 |
| My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i> | 3.04 | 3.54 | +0.50 |
| I have a clear understanding of what is expected of me in my job. | 4.15 | 4.15 | +0.00 |
| I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i> | 3.49 | 3.78 | +0.29 |
| My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i> | 2.97 | 3.04 | +0.07 |
| My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i> | 3.66 | 4.21 | +0.55 |
| My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i> | 3.39 | 3.82 | +0.43 |
| My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i> | 3.27 | 3.66 | +0.39 |

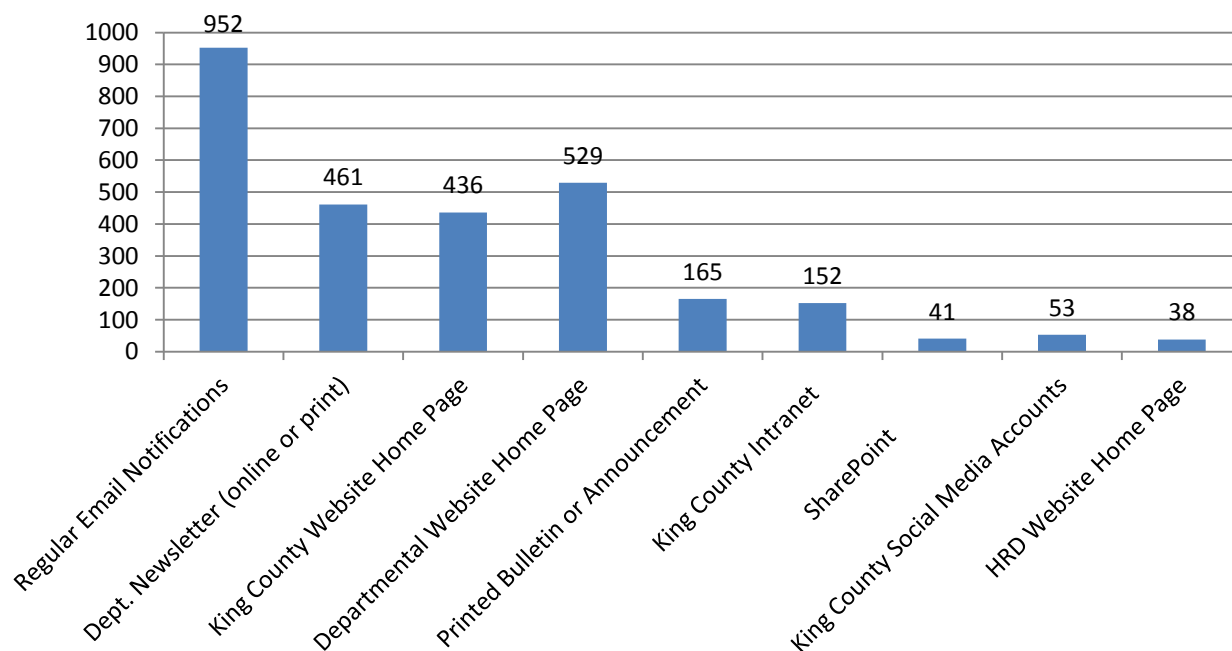
Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Consistent with King County overall results, most DPH employees prefer email to receive relevant information. They are also more likely to use on-line resources vs. print media.



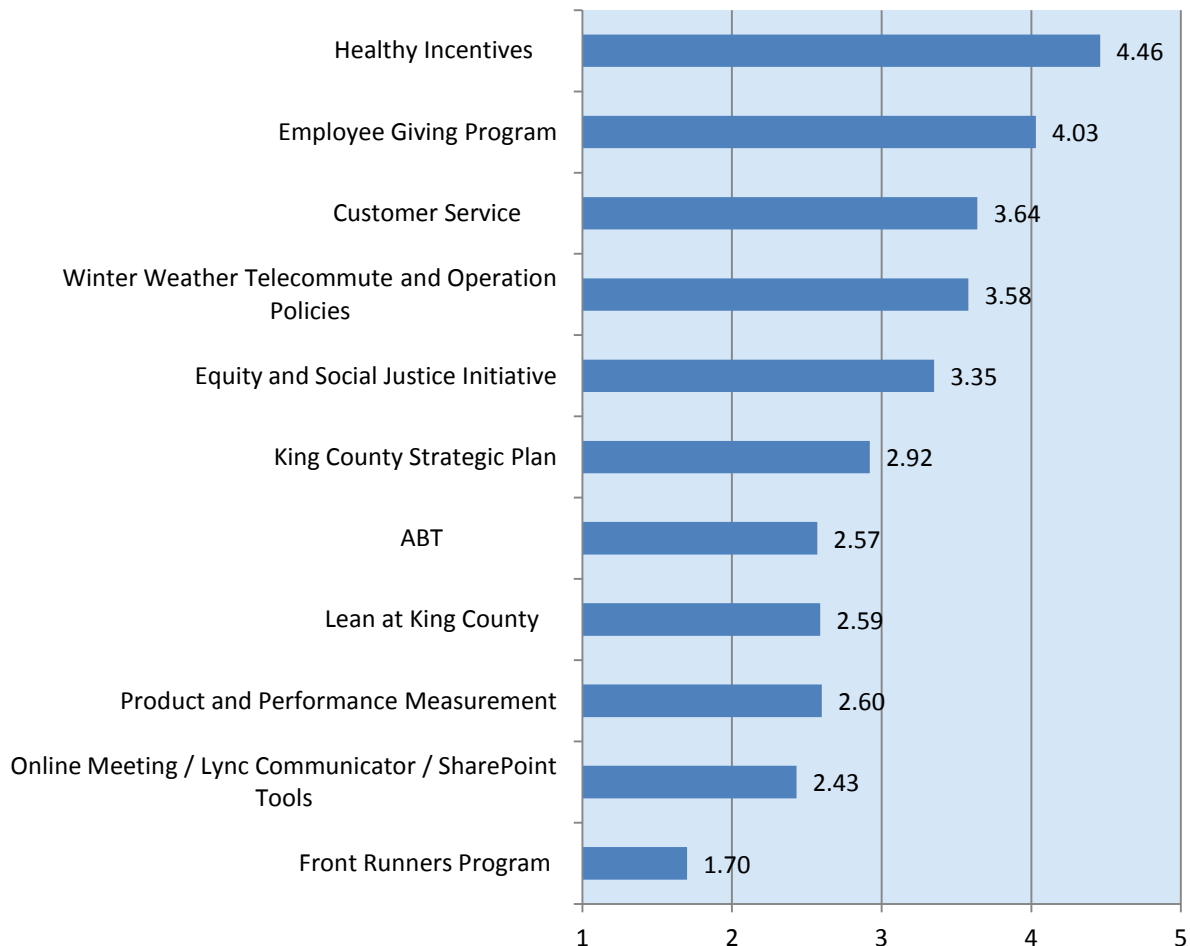
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Similar to the King County overall data, DPH employees are the most familiar with the Healthy Incentives program and less familiar with the Front Runners program. DPH employees are somewhat more familiar with Winter Weather Telecommute and Operation Policies and the Equity and Social Justice Initiative than King County employees overall.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

| Please circle the number corresponding to your level of satisfaction. | 1 | 2 | 3 | 4 | 5 | N/A |
|---|-------------------------------|--------------------------|---|-----------------------|----------------------------|--------------------------------|
| | <i>I am very dissatisfied</i> | <i>I am dissatisfied</i> | <i>Neither dissatisfied nor satisfied</i> | <i>I am satisfied</i> | <i>I am very satisfied</i> | <i>Not sure / not relevant</i> |
| My job overall | 1 | 2 | 3 | 4 | 5 | 0 |
| The recognition I receive for doing good work | 1 | 2 | 3 | 4 | 5 | 0 |
| The level of challenge in my work | 1 | 2 | 3 | 4 | 5 | 0 |
| The supervision I receive | 1 | 2 | 3 | 4 | 5 | 0 |
| The resources provided to do my job | 1 | 2 | 3 | 4 | 5 | 0 |

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|--|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| Work Environment | | | | | | |
| I am proud to work at King County. | 1 | 2 | 3 | 4 | 5 | 0 |
| I would recommend King County as a good place to work. | 1 | 2 | 3 | 4 | 5 | 0 |
| In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age. | 1 | 2 | 3 | 4 | 5 | 0 |
| Employees in my department treat each other (coworkers) with respect. | 1 | 2 | 3 | 4 | 5 | 0 |
| King County programs and policies support a work/life balance. | 1 | 2 | 3 | 4 | 5 | 0 |

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|---|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| Mission and Goals | | | | | | |
| My work contributes to the success of King County. | 1 | 2 | 3 | 4 | 5 | 0 |
| I am familiar with my department's mission and goals. | 1 | 2 | 3 | 4 | 5 | 0 |
| My department's mission and goals give direction to my work. | 1 | 2 | 3 | 4 | 5 | 0 |
| I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan. | 1 | 2 | 3 | 4 | 5 | 0 |
| I understand how my performance relates to my work group's goals and objectives. | 1 | 2 | 3 | 4 | 5 | 0 |
| Personal Development and Achievement | | | | | | |
| I have a clear understanding of my career path and how to advance at King County. | 1 | 2 | 3 | 4 | 5 | 0 |
| In the last year, I have had opportunities to learn and grow professionally. | 1 | 2 | 3 | 4 | 5 | 0 |
| King County supports training to help employees perform effectively. | 1 | 2 | 3 | 4 | 5 | 0 |
| I feel personally responsible for keeping my knowledge and capabilities current. | 1 | 2 | 3 | 4 | 5 | 0 |
| When available, I take advantage of training opportunities. | 1 | 2 | 3 | 4 | 5 | 0 |
| Resources and Decision-Making | | | | | | |
| The volume of work I have to do often keeps me from doing high quality work. | 1 | 2 | 3 | 4 | 5 | 0 |
| I feel comfortable making day-to-day decisions about my work. | 1 | 2 | 3 | 4 | 5 | 0 |
| I have the necessary tools and resources to do my job. | 1 | 2 | 3 | 4 | 5 | 0 |
| My skills are well matched to my work responsibilities. | 1 | 2 | 3 | 4 | 5 | 0 |

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|--|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| Teamwork | | | | | | |
| My work group works well with other King County groups to solve problems and achieve common goals. | 1 | 2 | 3 | 4 | 5 | 0 |
| The teams in which I work function effectively to achieve their objectives. | 1 | 2 | 3 | 4 | 5 | 0 |
| Team problems are dealt with appropriately to avoid impacts to the work we do at the County. | 1 | 2 | 3 | 4 | 5 | 0 |
| Communication | | | | | | |
| I have a clear understanding of what is expected of me in my job. | 1 | 2 | 3 | 4 | 5 | 0 |
| I receive the information I need to do my job. | 1 | 2 | 3 | 4 | 5 | 0 |
| I feel well informed about government-related King County events and employee news. | 1 | 2 | 3 | 4 | 5 | 0 |
| Continuous Improvement | | | | | | |
| My department is open to new ideas to improve the way we work. | 1 | 2 | 3 | 4 | 5 | 0 |
| My suggestions to improve my work and the work environment are recognized as valuable. | 1 | 2 | 3 | 4 | 5 | 0 |
| My work group uses data effectively to learn and improve. | 1 | 2 | 3 | 4 | 5 | 0 |
| Process improvements are successfully implemented in my work group. | 1 | 2 | 3 | 4 | 5 | 0 |
| Quality gets the attention it deserves in my work group. | 1 | 2 | 3 | 4 | 5 | 0 |
| Customer Service | | | | | | |
| My work group strives to provide high quality customer service. | 1 | 2 | 3 | 4 | 5 | 0 |
| My work group seeks feedback/input from customers. | 1 | 2 | 3 | 4 | 5 | 0 |
| My work group uses customer input to improve service delivery. | 1 | 2 | 3 | 4 | 5 | 0 |
| My work group is responsive to the needs and expectations of customers. | 1 | 2 | 3 | 4 | 5 | 0 |

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|---|------------------------------|-------------------|-----------------------------------|----------------|------------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| Performance Management | | | | | | |
| I regularly receive feedback about my work performance from my supervisor. | 1 | 2 | 3 | 4 | 5 | 0 |
| The feedback I do receive helps me learn and improve. | 1 | 2 | 3 | 4 | 5 | 0 |
| Have you received a performance appraisal in the last 12 months? | <input type="checkbox"/> Yes | | <input type="checkbox"/> No | | <input type="checkbox"/> N/A | |
| My last performance appraisal provided me with relevant information about my performance. | 1 | 2 | 3 | 4 | 5 | 0 |
| Superior performance is valued in my department. | 1 | 2 | 3 | 4 | 5 | 0 |

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|--|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| My supervisor provides recognition for employees who do good work. | 1 | 2 | 3 | 4 | 5 | 0 |
| My supervisor communicates openly and honestly. | 1 | 2 | 3 | 4 | 5 | 0 |
| My supervisor encourages continuous improvement. | 1 | 2 | 3 | 4 | 5 | 0 |
| My supervisor provides clear direction. | 1 | 2 | 3 | 4 | 5 | 0 |
| My supervisor ensures I have what I need to do my job well. | 1 | 2 | 3 | 4 | 5 | 0 |

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|---|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| My Department's Management has a clear vision for the Department. | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department's Management communicates the Department's mission and goals. | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department's Management communicates openly and honestly. | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department's Management exercises strong leadership. | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department's Management is visible to employees as a leader. | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department's Management is transparent in decisions affecting employees. | 1 | 2 | 3 | 4 | 5 | 0 |

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

| Option/Method | Rank (Choose ONLY Three!) |
|--|---------------------------|
| Regular Email Notifications | |
| King County Website Home Page | |
| My Department Website Home Page | |
| Human Resources Division Website Home Page | |
| King County Social Media Accounts (for example: Facebook, Twitter) | |
| King County Intranet | |
| SharePoint | |
| Department Newsletter (online or print) | |
| Printed Bulletin or Announcements | |

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

| Please circle the number corresponding to your level of agreement. | 1 | 2 | 3 | 4 | 5 | N/A |
|--|----------------------------|-------------------|-----------------------------------|----------------|-------------------------|--------------------------------|
| | <i>I strongly disagree</i> | <i>I disagree</i> | <i>Neither agree nor disagree</i> | <i>I agree</i> | <i>I strongly agree</i> | <i>Not sure / not relevant</i> |
| My Department is Collaborative | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Service-oriented | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Results-focused | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Accountable | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Innovative | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Professional | 1 | 2 | 3 | 4 | 5 | 0 |
| My Department is Fair and Just | 1 | 2 | 3 | 4 | 5 | 0 |

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

| Please circle the number corresponding to your level of familiarity with each countywide effort. | 1 | 2 | 3 | 4 | 5 |
|--|--|--|---|---|--|
| | <i>I am not at all familiar with this effort; I do not know what this is</i> | <i>I have heard of this effort but do not know anything about it</i> | <i>I am somewhat familiar with what this effort is and what it is about</i> | <i>I am familiar with this effort and I understand what it is about</i> | <i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i> |
| Lean at King County | 1 | 2 | 3 | 4 | 5 |
| Equity and Social Justice Initiative | 1 | 2 | 3 | 4 | 5 |
| Healthy Incentives | 1 | 2 | 3 | 4 | 5 |
| Product and Performance Measurement | 1 | 2 | 3 | 4 | 5 |
| King County Strategic Plan | 1 | 2 | 3 | 4 | 5 |
| ABT | 1 | 2 | 3 | 4 | 5 |
| Winter Weather Telecommute and Operation Policies | 1 | 2 | 3 | 4 | 5 |
| Front Runners Program | 1 | 2 | 3 | 4 | 5 |
| Online Meeting / Lync Communicator / SharePoint Tools | 1 | 2 | 3 | 4 | 5 |
| Employee Giving Program | 1 | 2 | 3 | 4 | 5 |
| Customer Service | 1 | 2 | 3 | 4 | 5 |

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

**King County Executive
Office of Performance, Strategy and Budget
401 5th Ave
Seattle, WA 98104
Phone: 206-263-9703
KCEmployeeSurvey@kingcounty.gov**